

# MANUFACTURING EXTENSION PARTNERSHIP

## Success Stories from the Field

### Tyson Foods, Inc.

#### New York Manufacturing Extension Partnership

#### Six Sigma Green Belt Training Pays Off for Tyson Foods, Inc.

##### Client Profile:

Tyson Foods, Inc. is a manufacturer of processed meats, including hams, various smoked sausage products and numerous cold cuts, both bulk and sliced. The company's products are sold nationally, both direct and through food brokers, to restaurants/delis and major retail chains such as Kroger's and WalMart. Tyson Foods employs 450 people at its facility in Buffalo, New York.

##### Situation:

Tyson Foods has consistently produced high quality products with minimal internal or external quality issues. While there had been various shop floor controls in place, plant management recognized that, in most cases, the root causes of problems were not identified or understood potentially resulting in the same problem recurring. Elements of both Lean manufacturing and Total Quality Management were introduced to address this issue. However, both methodologies met with mixed and limited results. Management believed that Six Sigma methodology would enable the company to better determine root cause analysis and subsequently introduce the appropriate corrective actions. Since Six Sigma addresses process variation, it would be very compatible with Lean manufacturing activities that are intended to address process waste. It was determined that eight individuals covering both production shifts would be trained and certified as Six Sigma Green Belts in order to facilitate the introduction of Six Sigma into the organization. Due to its hands on approach, Insyte Consulting, a NIST MEP network affiliate and division of the New York Manufacturing Extension Partnership, was selected to provide the training for this initiative.

##### Solution:

Insyte Consulting conducted Green Belt training in weekly classroom sessions. One of the requirements of Green Belt certification is the successful completion of a project using Six Sigma principles. Tyson Foods identified four areas where they were experiencing cost or waste issues that would be addressed by the eight trainees in a partnering approach. The four areas selected were packaged cold cuts, kitchen scrap, ham throughput, and shape defects. The teams actively evaluated the problems and developed solutions based on the Six Sigma principles and techniques presented in the formal training. Significant progress was made in resolving the above problems with the direction and guidance of the Insyte Consulting instructor. All eight individuals received their Green Belt certification. In addition, Tyson Foods realized significant improvement in product yield and waste reduction due to the successful completion of the project.

##### Results:

- \* Achieved Green Belt certification.
- \* Anticipated \$300,000 in product yield and waste reduction.

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- \* Estimated yield of \$140,000 in slicing area.
- \* Reduced kitchen scrap by \$90,000.
- \* Increased ham yield by \$70,000.

#### **Testimonial:**

"The Six Sigma approach puts in the required disciplines that take the focus off of people and onto the processes and specific situations. Insyte Consulting's hands-on approach enabled us to effectively make this transition and lay the foundation for an expanded Six Sigma program at Tyson Foods."

Ken Murray, Plant Manager